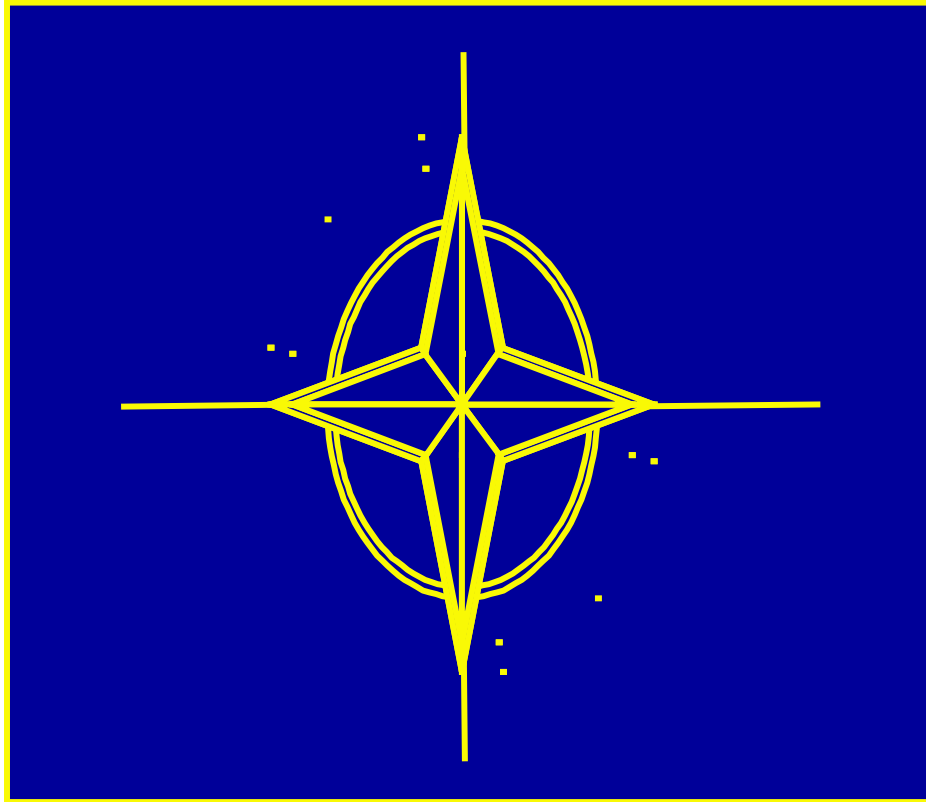


# *Supreme Allied Commander Transformation*

*n* RDML Gerry Mauer, USN  
Deputy Assistant Chief of Staff  
Joint Experimentation, Exercises and Assessment

# Outline

- Mandate of ACT
- New ACT Structure and Implementation
- Concept Development and Experimentation
- Summary



“NATO must change radically if it is to be effective. . . It must modernise or be marginalised.”

Secretary General  
Lord Robertson

# ACT Vision

“NATO’S forcing agent for change,  
leading the continuous  
improvement of Alliance  
capabilities to uphold NATO’s  
global security interest”

# **SACT Long Term Priorities**

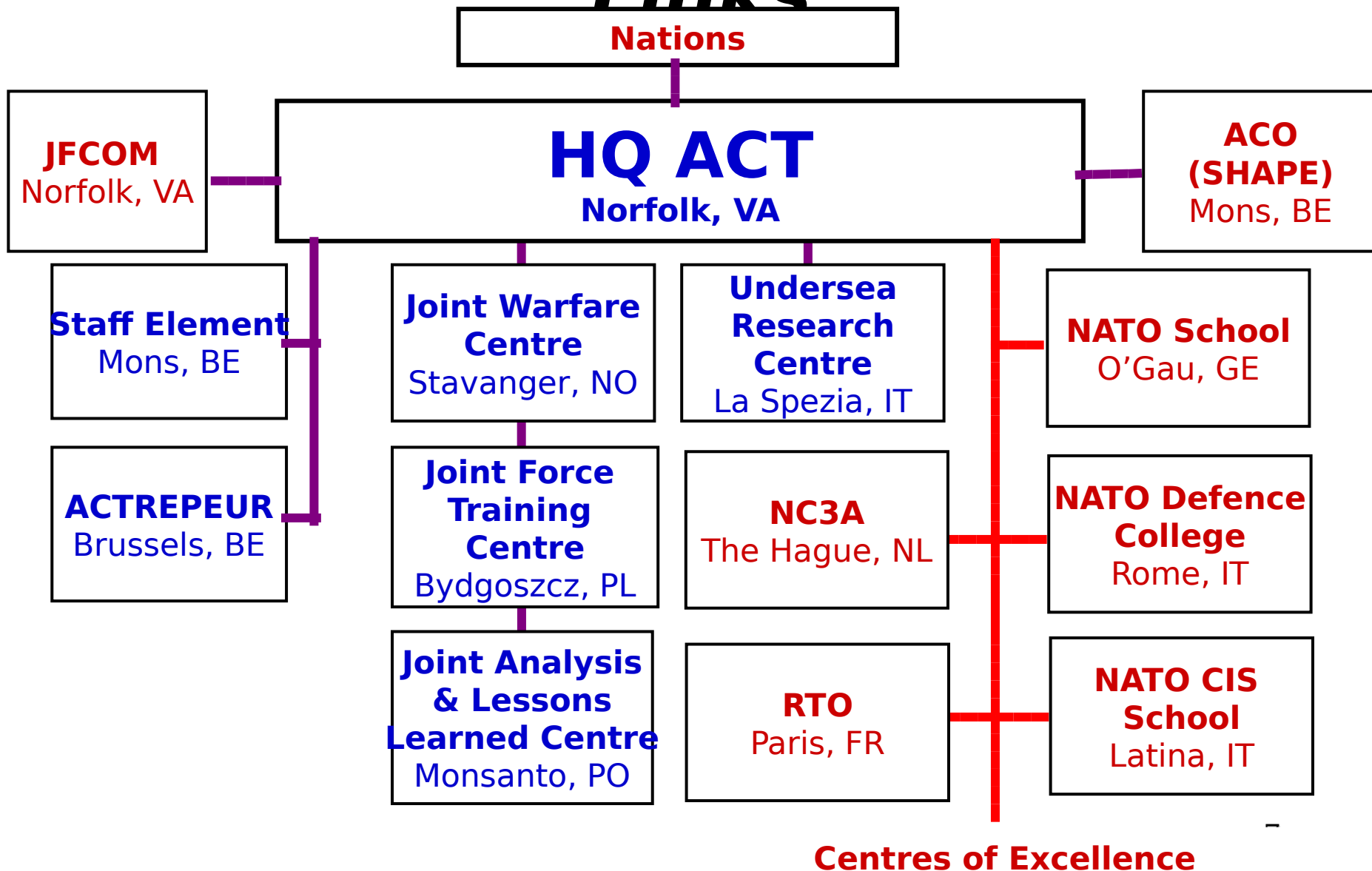
1. Transform NATO's military capabilities.
2. Prepare, support and sustain Alliance operations.
3. Implement NATO Response Force and other deployable capabilities.
4. Achieve ACT full operational capability.
5. Assist transformation of partner capabilities.

# SACT

## Headquarters



# ACT Relationships/ Links



# Implementation Timelines

- Flags to Post 15 Mar 04
- MC agreement on Final PE 30 Sep 04
- Begin manning of new PE posts 01 Nov 04
- Declare IOC by 30 Jun 05
- Declare FOC by 30 Jun 06

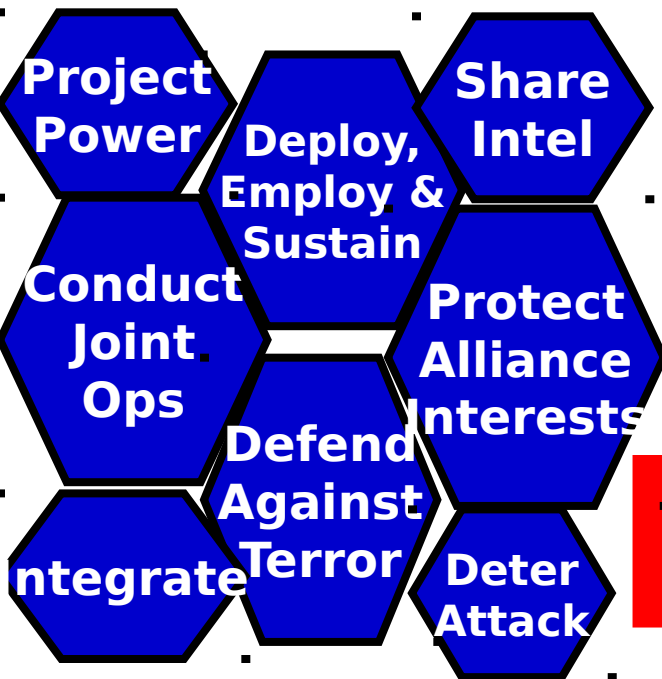


# Current Deliverables

- NATO Response Force
- Strategic Vision: The Military Challenge
- Allied Reach 04
- ISAF Lessons Learned & Training
- JWC/JFTC/JALLC Implementation
- Centers of Excellence
- Operational CD&E

# Transformation Foundation

## ***Military Roles & Missions***

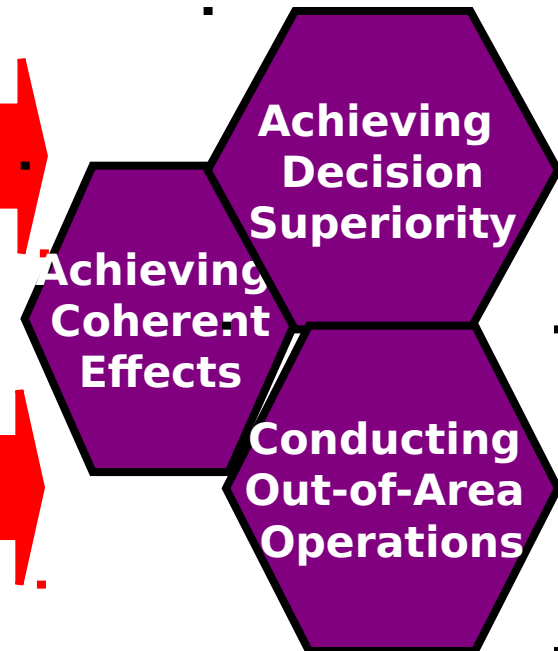


## ***Military Challenge***

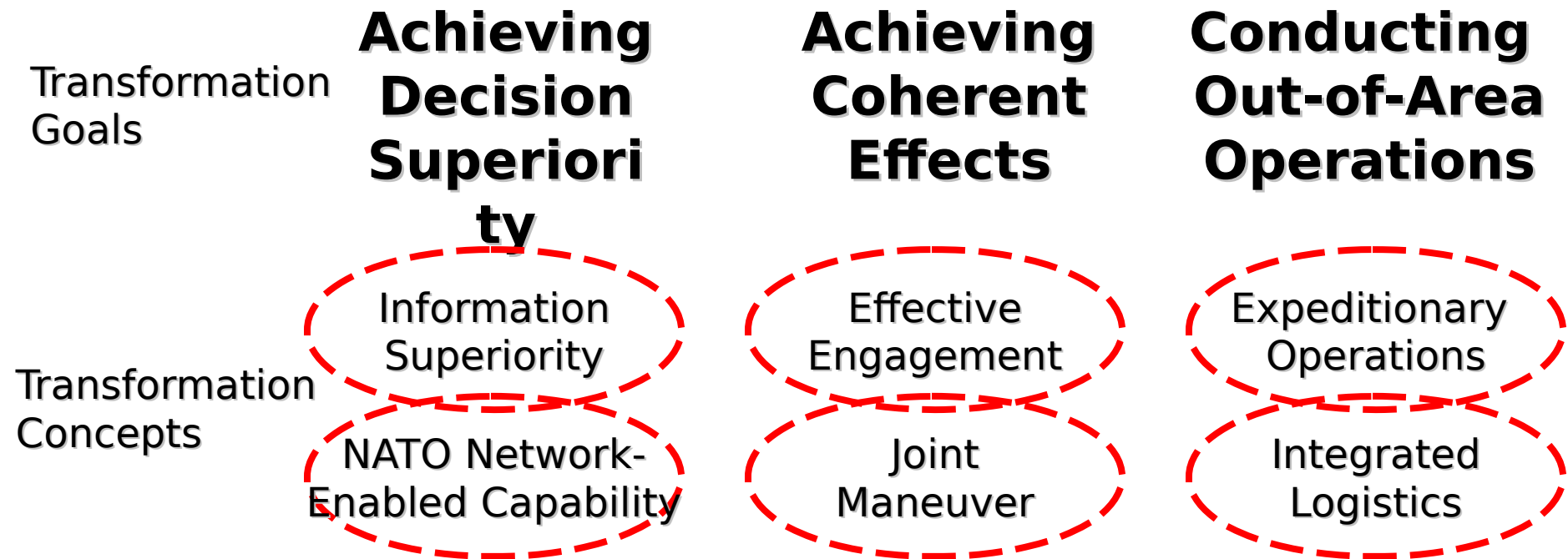
### Underlying Approach:

Produce an ability in NATO to coordinate and conduct military, economic, diplomatic and information campaigns to achieve desired effects.

## ***Transformation Capability Goals***



# ACT Framework for Concepts Development



# ACT Framework for Concepts Development

**Transformation  
Goal**

**Achieving  
Decision  
Superiority**

**Transformational  
Concepts**

Information  
Superiority

NATO Network-  
Enabled Capability

**Concepts  
Applications  
/ Programs**

- Knowledge Management
- Operational Net Assessment
- Common Operating Picture
- Content-Based Info System
- Effective NATO intelligence
- Coalition C2
- Common Op. Decision System

- Joint ISR
- Allied Information System
- MCCIS
- Collaborative Info Environment
- Human control element
- Tactical Analysis & Feedback

**Examples** →

# ACT Framework for Concepts Development

**Transformation  
Goal**

**Achieving  
Coherent Effects**

**Transformational  
Concepts**

Effective Engagement

Joint Maneuver

**Concepts  
Applications  
/ Programs**

- Precision Strike / Effect
- CJTF / HRF / NRF
- Counter-asymmetric warfare
- Urban Operations
- Stabilization Operations
- Coalition Combat ID
- Low-Cost Precision Kill

- Leader/Team adaptability
- Air Surveillance / Identification
- Extended Air Defences (Missile / TBM)
- CJTF / HRF / NRF
- Future Joint Fires

*Examples* →

# ACT Framework for Concepts Development

**Transformation  
Goal**

**Conducting  
Out-of-Area  
Operations**

**Transformational  
Concepts**

Expeditionary  
Operations

Integrated Logistics

**Concepts  
Applications  
/ Programs**

- Rapid, Tailored Deployability
- Strategic Lift
- Anti-access capability
- NRF / HRF (HQ) / CJTF
- Out-of-Area Operations
- Decision-making speed
- Effective NATO intelligence

- Combined Joint RSOM
- Joint Deployment, Employment & Sustainment
- Total Asset Visibility
- Operational Fuels
- Theater Distribution Network
- Logistics input to Maritime Information System

**Examples** →

# **Near-Term Future Capability Experiment Events**

- Allied Reach 04
- Multinational Experiment 3
- Crisis Management Exercise 04

# **Allied Reach 04**

## **23-25 January**

Audience: NRF Commanders and staffs

- Provide a scenario environment to examine deployability, operational and capability issues that the NRF will face in 2007
- Stimulate debate on deployability; Contribute to Long Term Capability Requirements and develop strategic direction for problem areas



# Multinational Experiment 3

## 2-20 February 2004

- MIC nations and NATO; Afghanistan scenario
- NATO Response Force (NRF) conduct initial planning and force posturing. MIC nations form a coalition to relieve the NRF
- Develop & Assess processes and organization for NRF to support Effects Based Planning (EBP)
- Identify NRF technology requirements to support EBP

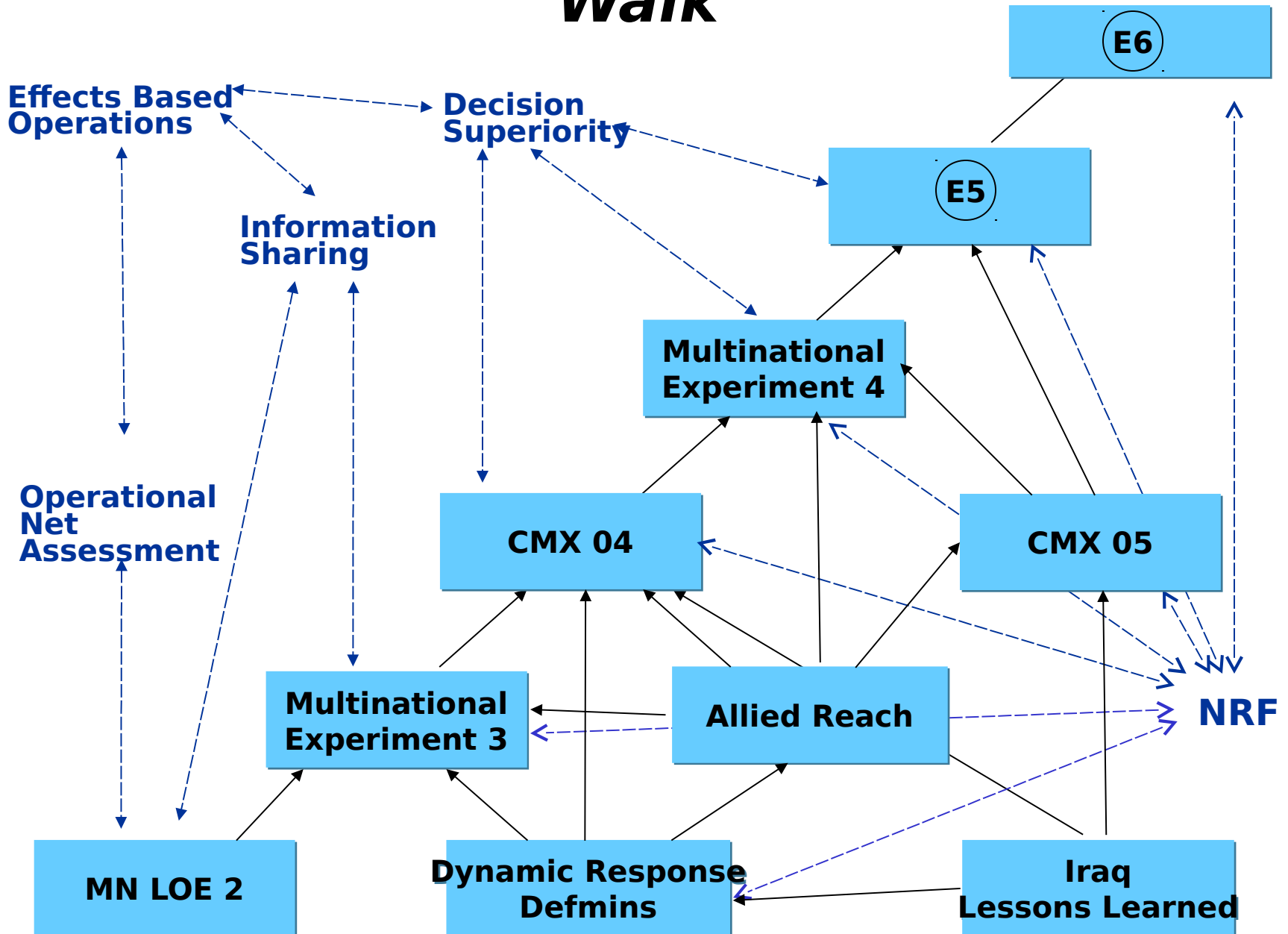
# **Crisis Management Exercise**

## **Experiment Objectives**

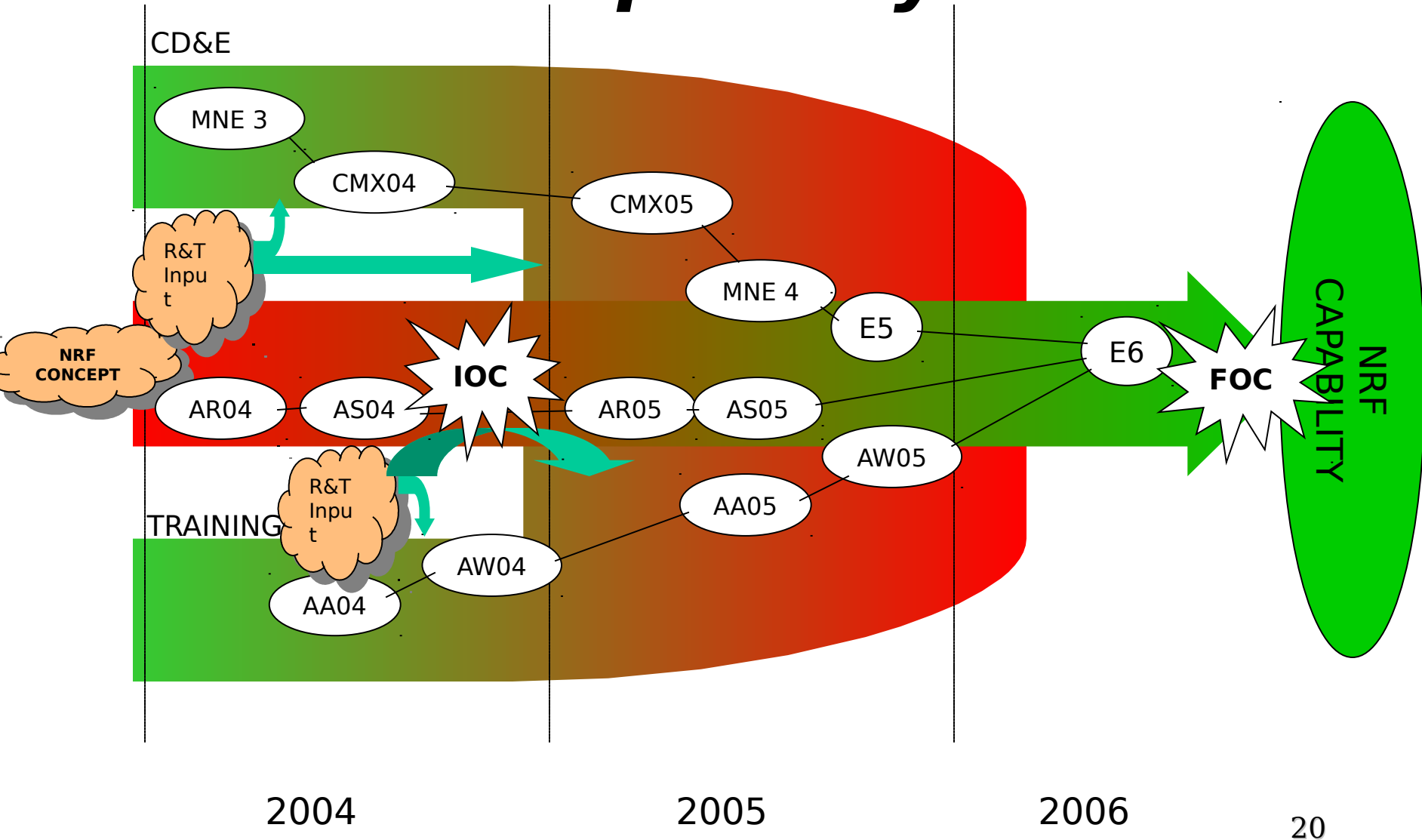
### **March 04**

- Examine inter/intra organization information sharing and ways for NATO to achieve information superiority
- Analyze NATO decision making in a collaborative information environment
- Study the planning processes for decision superiority in the context of the deployment of the NRF
- Develop and assess innovative strategic concepts for producing NATO decision superiority

# Concepts-Experimentation Cross Walk



# Concept to Capability

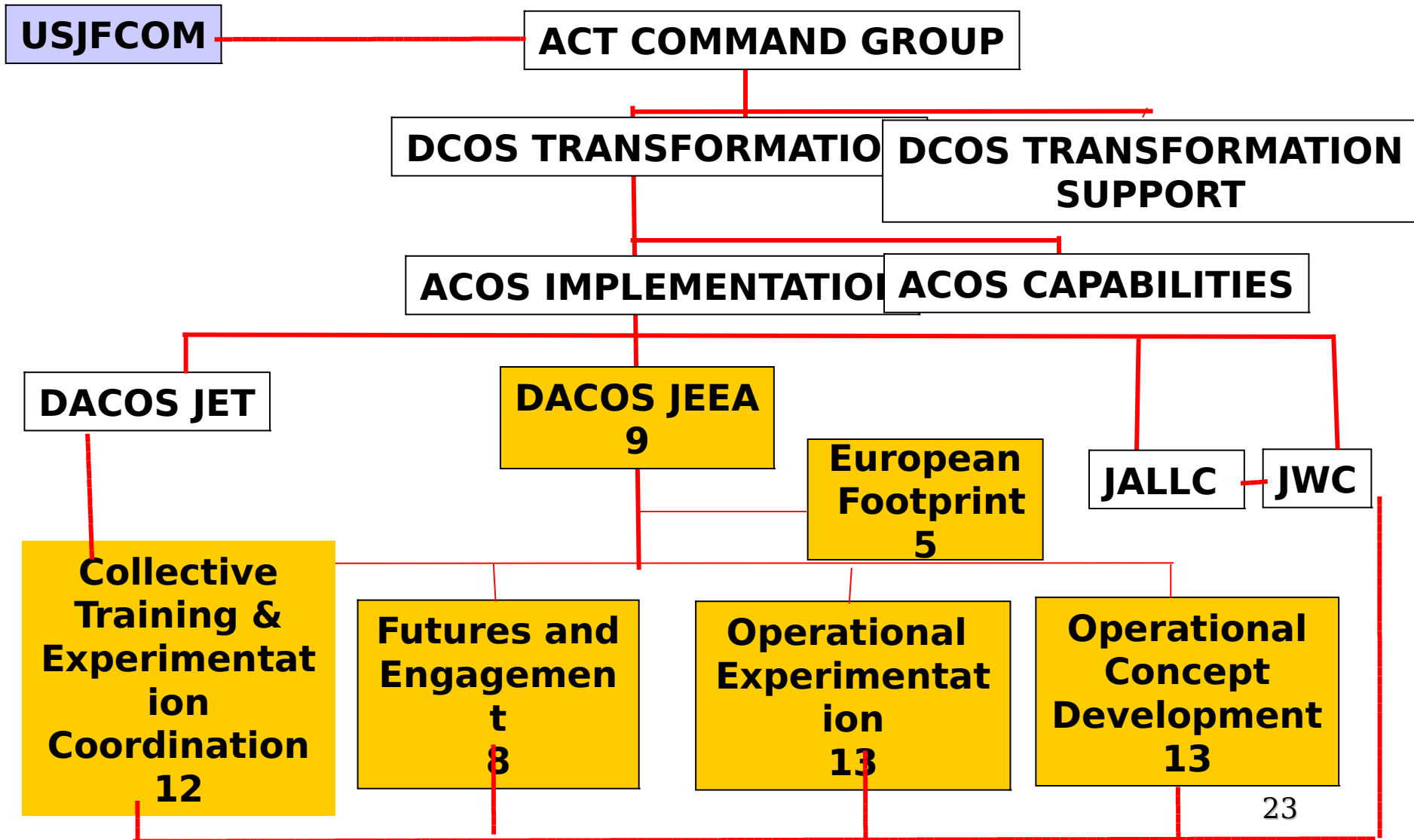


# ***Summary***

- ACT is moving forward to improve Alliance capabilities – the forcing agent
- ACT is poised to serve as the gateway for multinational transformation effort
- National joint CDE coordination is crucial for member nations to contribute to/benefit from NATO transformation



# JEEA- Organizational Perspective



# **JEEA TOP-LEVEL FUNCTIONS**

## **Futures & Engagement**

- **Concept Coordination**
- **Futures**
- **Engagement (Nations, Agencies, etc.)**
- **CD&E Campaign Plan**

## **Op Experimentation**

- **NATO Future and Collective Experimentation**
- **National Future and Collective Experimentation**
- **Direct JWC Experimentation**

## **Op Concept Development**

- **NATO Operating Concepts**
- **Enabling/Integrating Op Concepts**
- **Direct JWC Concept Development**

## **Trg & Exp Coord**

- **NATO Ex Planning/Coordination**
- **Political/Military Ex Coordination**
- **USJFCOM Exercise Liaison**
- **Evaluation/Assessment**
- **Core Exercise DICON Staff**
- **Support Experimentation**



# ***Campaign Plan Objectives***

- Assist in fielding NRF
- Improve joint capabilities
- Leverage nations' experimental activities
- Provide actionable recommendations

# ***Activity in Venues***

- MNE 3
  - Data Labeling
  - NRF C2 Cognitive Processes
  - Reception Staging and Onward Movement (RSOM)
  - Executable AIT Theatre Distribution
  - Medical Casualty Rate Simulation/Model
- Allied Action 04
  - Reception Staging and Onward Movement (RSOM)
  - Modeling Consignment Tracking

# ***Activity in Venues***

- JTFEX
  - Data Labeling
  - Coalition Aerial Surveillance and Reconnaissance (CAESAR)
  - Exercise Expansion
  - Expeditionary Fuels
- JWID
  - Transforming technology towards Information dominance, Decision superiority and Execution supremacy (TIDE)
  - NATO I-Cubed
  - Land & Air C2IS
  - Common Operating Picture

# ***Activity in Venues***

- Preparation for Future
  - CDE Futures & Engagements
  - Operational Concept Development
  - Research and Technology Organization Cooperative Demonstrations of Technology

# ***New NATO Command Structure***

- A new, streamlined military command structure that is more efficient, effective and better able to participate in the full spectrum of NATO missions.
- Two new Strategic Commands
  - Allied Command Operations (ACO)
  - Allied Command Transformation (ACT)

# ***Allied Command Transformation***

- Contributes to preserving the peace, security and territorial integrity of Alliance member states by leading the transformation of NATO military structures, forces, capabilities, and doctrines in order to improve the military effectiveness of the Alliance.
- Located in Norfolk, Virginia

# ***HQ SACT***

- Supreme Allied Commander Transformation (SACT)
- Deputy, Supreme Allied Commander Transformation (DSACT)
- Chief of Staff (COS)
- Supreme Allied Commander Transformation European Representative (SACTREPEUR)

# ***HQ SACT (cont'd)***

- **DCOS Transformation**
- ACOS Capabilities
  - Strategic Concepts, Policy and Interoperability
  - Defense Planning
  - Future Capabilities, Research & Technology
- ACOS Implementation
  - Joint Experimentation, Exercises & Assessment
  - Joint Education and Training



# ***HQ SACT (cont'd)***

- **DCOS Transformation Support**
- ACOS C4I
  - C4 Capabilities
  - Intel
- ACOS Logistics & Resources
  - Logistics & Resources